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DD/S 68-0174

18 JAN 1968

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Agency Honor Awards Program

REFERENCE : (a) Memo dtd 6 Sept 67 to DD/S fr Exec. Dir. -Comp., same subj.
(b) Memo dtd 18 Aug 67 to Exec. Dir. -Comp. fr DD/S, subj: IG's Survey of the Honor Awards Program

1. This memorandum is for your information.

2. In reference (b) we advised you that the Office of Personnel would study Agency components employing Wage Board people to determine whether the circumstances or conditions of employment warrant other incentive programs. This was in response to Recommendation No. 6 of the IG's Survey which read:

It is recommended that:

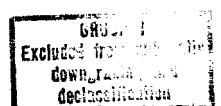
The Deputy Director for Support direct the Director of Personnel to look into those situations where maintenance of morale is recognized to be difficult and, considering the needs of the Agency as a whole, recommend to officials directly concerned appropriate programs to encourage and recognize superior performance.

Comment

The study of the need for additional incentive programs has been completed and we find that with the recent implementation of an awards program in the Office of Logistics for the mail and courier personnel our incentive programs are suitable for present circumstances. Although the IG's recommendation was primarily directed at the Wage Board area, the study was widened to also include examination of situations where similar conditions might exist.

The Office of Personnel is prepared to assist in installation of other incentive programs, tailored to the circumstances, in any area where such a need may develop. I am satisfied that we do not have at the present time conditions in any area where a new incentive program should be immediately initiated. We are aware of a possible need in the low-paid GS system of RID/DDP, but we wish to monitor the Office of Logistics' program before

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proposing anything for RI. We are conscious of the fact that in establishing a program which might fail, morale problems might be aggravated rather than relieved.

The general problem of formal recognition for groups of employees whose combined performance warrants it has also been considered. Our conclusion is that the most suitable and effective form for such recognition is a written commendation presented with proper ceremony by the appropriate senior official responsible for the unit, with a copy of the commendation filed in the personnel folder of each employee concerned. We would thus hope to avoid payment of money to such groups since these payments would be all but impossible to manage with full equity.

3. The Office of Personnel will continue to monitor areas where the initiation of an incentive program might be applicable as a means of improving employee morale.

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

Distribution:

Orig - Adse




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✓ 1 - DD/S Subject w/o of ref (a) [DD/S 67-4616] w/o of ref (b) [DD/S 67-4145] →
1 - DD/S Chrono w/brook4200nd (DD/S 67-3978)

SA-DD/S:RBW:dlk (16 Jan 68)

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Approved For Release 2006/07/14 : CIA-RDP84-00780R002100180022-8

TRANSMITTAL SLIP		DATE 12 January 1968
TO: Mr. Bannerman via 		
ROOM NO.	BUILDING	
REMARKS: This response should wrap up the Honor Awards Program Survey. Recommend your signature.  		
FROM:		
ROOM NO.	BUILDING	EXTENSION

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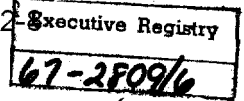
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6 SEP 1967

PPS 67-4616

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Inspector General's Survey of the
Agency Honor Awards Program

DDP 100-111111
FILE 28096

REFERENCE : Memorandum for the Executive Director-
Comptroller from the Deputy Director
for Support, same title, dated 18 August 1967

1. I am in general agreement with the positions taken in response to recommendations made by the Inspector General in his Survey of the Agency Honor Awards Program. They are based on reasonable grounds and fulfill the intent of the recommendations. Actions being taken by the Director of Personnel and the Honor and Merit Awards Board on Recommendation No. 3, to make awards consistent throughout the Agency and to surface those cases worth considering for certificates, appear adequate to meet the problems addressed in Recommendation No. 2, which proposed more definitive criteria for the Certificate of Merit, and which the Board with some justification believed might be counterproductive.

2. I agree that we should discuss the proper role of the Board in the selection of Agency nominees for Public Service Awards. The Inspector General believes that the Director of Personnel has misconstrued the second aspect of that recommendation (No. 7) that "the Board assume responsibility in stimulating" nominations. It was not his intent that nominations be "forced" but rather that Board members use their comprehensive knowledge to assist their respective components to spot legitimate nominees for external awards.

3. I look forward to the outcome of your studies with regard to Recommendation No. 1 (wearable emblems), and No. 4 (incentive programs for Wage Board employees).

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L. K. White

Executive Director-Comptroller

cc: Director of Personnel

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DD/S 67-4145

18 AUG 1967

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Inspector General's Survey of the Honor
Awards Program

1. Attached, pursuant to your request of 23 June, are responses to the recommendations contained in the Inspector General's May 1967 survey of the Agency's Honor Awards Program.

2. Since the recommendations in the survey were addressed principally to the Director of Personnel and to the Honor and Awards Merit Board which he chairs, he has prepared the responses with which I concur.

3. The studies and other actions called for by Recommendations No. 1 and 4 of the survey are still in progress. As these are completed, separate reports will be presented to you. In addition, I want to talk with you further regarding the proper role of the Honor and Merit Awards Board in the selection of Agency nominees for Public Service Awards (Recommendation No. 7).

SIGNED R. L. Bannerman

R. L. Bannerman
Deputy Director
for Support

Att: Memo dtd 4 Aug 67 for Ex. Dir. -Compt.,
thru DD/S, fr D/Pers, above subj.

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Orig - Adse w/Q of Att (DD/S 67-3978)

1 - ER

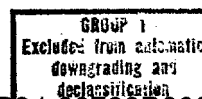
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1 - DD/S Chrono

AEO:DD/S:WFV:dlk (14 Aug 67)

DD/S 67-3978: Memo dtd 4 Aug 67 to ExecDir-Comp fr
D/Pers, same subj.

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DD/S 67-3978

AUG 1967

MEMORANDUM FOR: Executive Director-Comptroller

THROUGH : Deputy Director for Support

SUBJECT : Inspector General's Survey of the Agency
Honor Awards Program

1. This memorandum is in response to your request for a summary of actions taken or comments on the recommendations.

2. Recommendation No. 1:

"a. The Director of Personnel direct the Recorder of the Honor and Merit Awards Board to prepare a proposal for appropriate emblems which could be worn after retirement by recipients of honor awards;

"b. The Board, after consideration of such a proposal, present its opinion to the Executive Director-Comptroller."

The Recorder has undertaken a study of the various possible devices which could be considered appropriate, and it is expected that he will discuss his findings with the Board as his study progresses. At the moment, it is the feeling of the Board, that to the extent possible (including security and cover considerations), an employee should be allowed to wear the emblem (lapel device), i.e., from the time of the award.

Recommendation No. 2:

"The Director of Personnel have the Honor and Merit Awards Board define the phrase "sustained superior performance" in more definitive terms to clarify Certificate of Merit awards and make them more consistent. An indication of grade levels, if any, for this award would also be helpful."

The Board does not concur in the recommendation. The spectrum of tasks, responsibilities, and opportunities to perform in this Agency is much too broad and we are most reluctant to make more definitive the terms as this would unavoidably tend to limit rather than broaden the award. By no means does the Board agree to the proposal to indicate grade levels appropriate for the Certificate of Merit -- any more than for any other award. There is some

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natural affinity between the level of the award and the grade of the recipient, but the natural process certainly is sufficient and the Board would choose not to be hampered in its deliberations nor to have the originators of recommendations constrained. If in considering the following recommendation (No. 3), a better educational process is indicated, this could also apply to the Certificate of Merit.

Recommendation No. 3:

"The Director of Personnel

"a. Instruct the Honor and Merit Awards Board to develop procedures whereby each member can inform all responsible officers in his respective component about the honors program, and especially the Certificate of Merit, so that honor and merit awards will be conferred consistently throughout the Agency; and

"b. Consult the Board on the feasibility of establishing a procedure through Personnel Officers throughout the Agency, to alert the heads of major offices about cases where a cumulative record of significant commendations and achievements appears to warrant consideration for recommending certificates or other awards as appropriate."

The Board feels the problem is not of publicity but rather of getting the originators to put pen to paper. The D/DP has addressed himself to the matter of awards in his staff meetings. The attached 7 April 1967 memorandum from the Director of Personnel is also a step in this direction. Board-originated procedures as such are not needed, but the members of the Board have agreed that they will take it upon themselves to generate programs, appropriate to their respective Directorates, for greater use of the honor awards system in the Agency.

Regarding 3 b., the Board is considering the possibility of calling for a recurring review of the biographic profiles as they are prepared in the Qualifications Analysis Branch of the Office of Personnel and as files are reviewed by the Promotion Board and Panel mechanisms of the respective Career Services. These profiles reflect the written accolades which employees receive and carry with them the last three Fitness Reports. Together this information should be sufficient to surface those cases worth considering for certificates. It is the Board's belief that those performances meriting medal awards will always be sufficiently worthwhile or dramatic as to call attention to themselves without procedural review.

Recommendation No. 4:

"The Director of Personnel direct the Honor and Merit Awards Board to study the feasibility of publicizing awards which have been made, and present their findings to the Executive Director-Comptroller."

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The matter of publicizing awards has always been a problem founded on the security implications of such publicity. Both the Board and the Office of Personnel have repeatedly looked at the problem. The Board has generated two suggestions -- the first, that this be made a Directorate responsibility and suggests the possible use of internal Directorate "All Employees Bulletin" or similar issuances with short expiration dates. The second has been suggested to the Office of Personnel for consideration in connection with the annual Service Awards Ceremony. In times past we have used slide projections of the Agency Seal or some similar matter on the walls of the auditorium. The suggestion is to project a picture of the award and names of its recipients for the past year. The absence of a printed listing with only a fleeting opportunity to study the listing plus essential deletions may overcome the security objections heretofore prevailing.

Recommendation No. 5:

"The Deputy Director for Support instruct the Director of Security to appoint an alternate Security Adviser to the Honor and Merit Awards Board."

This has been done.

Recommendation No. 6:

"The Deputy Director for Support direct the Director of Personnel to look into those situations where maintenance of morale is recognized to be difficult and, considering the needs of the Agency as a whole, recommend to officials directly concerned appropriate programs to encourage and recognize superior performance."

The Office of Personnel will study those other Agency components employing Wage Board people to determine whether the circumstances or conditions of employment warrant other incentive programs. The Board feels that the essential issue in any event is recognition of outstanding performance and that the Certificate of Merit and Quality Step Increases provide ample means to do so. Should our review disclose special situations where lesser or other forms of recognition will serve a worthwhile and otherwise unsatisfied purpose, the Office of Personnel will encourage other incentive programs.

Recommendation No. 7:

"The Deputy Director for Support direct the Director of Personnel to request the Honor and Merit Awards Board to assume responsibility for stimulating interest in nominating, and selecting candidates from among those presented, for Public Service Awards."

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It is questionable whether the Board should be involved in the stimulation of nominations. As to selection, there may be more than simple objective considerations in some instances; consequently, the command may want to reserve this judgment. Further, forced nominations, merely for the sake of making nominations, is unwise.

/s/ Emmett D. Echols

Emmett D. Echols
Director of Personnel

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